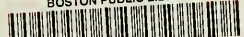


BOSTON PUBLIC LIBRARY

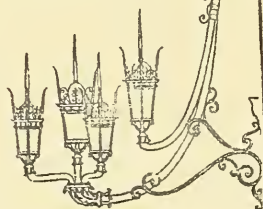


3 9999 06316 960 9

BRA

2771

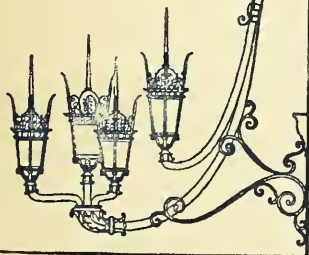
BOSTON
PUBLIC
LIBRARY



GOV DOC
BRA
2771

gov. 90-1487
**Planning
for Boston 1987**

**BOSTON
PUBLIC
LIBRARY**



**BOSTON
REDEVELOPMENT
AUTHORITY**



CITY OF BOSTON
RAYMOND L. FLYNN, MAYOR

BOSTON REDEVELOPMENT AUTHORITY

ROBERT L. FARRELL, CHAIRMAN
JOSEPH J. WALSH, VICE-CHAIRMAN
JAMES K. FLAHERTY, TREASURER
CLARENCE J. JONES, VICE-TREASURER
MICHAEL F. DONLAN, MEMBER
KANE SIMONIAN, SECRETARY
STEPHEN COYLE, DIRECTOR



Digitized by the Internet Archive
in 2010 with funding from
Boston Public Library

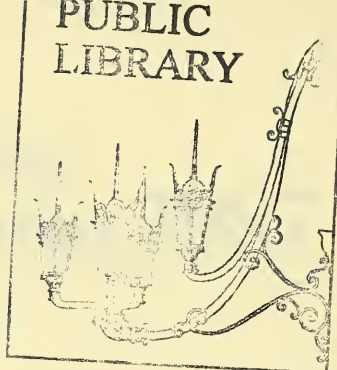
<http://www.archive.org/details/planningforbosto00bost>

BOSTON
REDEVELOPMENT
AUTHORITY

Raymond L. Flynn
Mayor

Stephen Coyle
Director

One City Hall Square
Boston, MA 02201
(617) 722-4300



Dear Colleague:

I am pleased to present to you "Planning for Boston 1987," a detailed outline of five major areas that will be the focus of BRA initiatives throughout the coming year. Those areas are:

- o Neighborhood Planning and Development
- o Housing Production
- o Harbor Planning and Development
- o Downtown Planning
- o Management and Budget

The planning and development priorities listed above reflect the commitment of the Flynn administration and the BRA to a growth program which insures balanced growth and economic opportunity, and strives for a more liveable city for all Bostonians.

In order to achieve our goals we have carried out the most extensive reorganization in almost two decades. Our reorganization calls for the appointment of nine assistant directors and twenty-one deputy directors. There are three departments in the BRA directly responsible for setting policy goals and six program departments which are geared to implement these policies.

In fiscal year 1987 we are also instituting the first program budget. That will provide greater accountability and increased efficiency in the BRA's operations. Such a system will help move the Authority towards a modern project-based management and administration system comparable to those used by our private sector counterparts in law, finance, engineering and research. It is a management system designed to insure that our resources are used to create the maximum benefits for the people of Boston.

I am certain that the year ahead will offer numerous opportunities for the BRA to increase job opportunities and improve housing conditions for people throughout the city. I look forward to working with each of you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Stephen Coyle". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Stephen Coyle

Planning for Boston 1987

Initiatives for
Fiscal Year 1987

INITIATIVES FOR FISCAL YEAR 1987

To insure balanced growth between Downtown and the neighborhoods, the Authority's main goals for FY-87 will be:

- o Expand Neighborhood Planning and stimulate Neighborhood Development
- o Expand Supply of Affordable Housing
- o Complete Harbor Rezoning
- o Complete Downtown Planning and Interim Controls
- o Improve Authority Management and Budget procedures

NEIGHBORHOOD PLANNING AND DEVELOPMENT INITIATIVES

The Mayor and the Governor have established parcel to parcel linkage, whereby participating government agencies link the disposition and development of publicly-owned downtown parcels with parcels in neighborhoods that can benefit from increased development. After two years of planning, the BRA Board, the Public Facilities Commission, the Real Property Board and the MBTA Board recently voted to adopt the Parcel 18/"Kingston-Bedford-Essex" Parcel to Parcel Linkage Program. These historic votes will add significant impetus to realizing the goals of community revitalization in Chinatown and Roxbury by providing equity opportunities to members of these communities, and encouraging new development that will stimulate the neighborhoods' economies. Authority staff are working with the community on a development program for each parcel.

Similarly intensive neighborhood planning and development is underway in other areas. The Charlestown Navy Yard project can be fully underway by the end of FY87. Two major public improvement projects are presently scheduled for construction; the third phase of Shipyard Park at a \$1.9 million development cost and the completion of Navy Yard streets at \$1.3 million. And, in the planning phase is the reconstruction of Pier 3. These projects will virtually complete public capital investment in the Navy Yard.

This capital investment has leveraged construction starts on a significant number of projects in the Navy Yard. At completion, the Navy Yard will include over 1,200,000 square feet of office and retail space, supporting in excess of 6,000 new jobs, 3,000 new housing units with approximately 7,000 residents, and produce new taxes for the city totalling \$8,000,000, as a result of a half billion dollar private investment.

Neighborhood planning and zoning studies have been initiated for Allston-Brighton, East Boston, Charlestown, and West Roxbury. Although the specific planning needs of each neighborhood are different, each study will produce interim or re-zoning proposals. To carryout these studies, the establishment of a fund of \$1.2 million for the Neighborhood Planning Initiative is proposed. The program is designed to ensure ample community participation in the neighborhood planning process.

The Authority's physical plant is also being reorganized to increase community access to our programs. In addition to the Harborpark Office described below a site office in Roxbury will serve as a clearing house for information about BRA planning activities in the South End and in Roxbury. The staff there will also provide technical assistance to developers of projects in Roxbury, with particular emphasis on housing production.

The Authority's neighborhood planning and development initiatives thus consist of the following:

- o Parcel to Parcel Linkage Program
- o Completion of Charlestown Navy Yard project
- o Neighborhood planning and zoning studies in Allston-Brighton, East Boston, Charlestown, Jamaica Plain, and West Roxbury
- o Neighborhood Office will increase community access

AFFORDABLE HOUSING PRODUCTION INITIATIVES

To support Mayor Flynn's goal of adding 3,400 new units to the housing supply in 1986, the Authority has initiated housing development projects in East Boston, Roxbury, the South End, Dorchester, Charlestown Navy Yard, and other neighborhoods. In Roxbury alone construction is expected to begin this year on over 700 units of housing. In the South End a major effort is underway to dispose of nearly 70 parcels as housing sites. The South End planning team proposes to dispose of the 70 parcels in two phases. The first phase will focus on the major development parcels along the Washington Street Corridor. This corridor has been experiencing a resurgence of development interest due to the many large development parcels and the anticipated removal of the El structure. In general, Phase I parcels are the larger parcels in SENH. They will be conveyed and developed in a manner that will increase the number of affordable housing units and increase the development capacity of minority business enterprises, Community Development Corporations, and minority entrepreneurs.

Phase II includes a number of smaller "quick start" parcels that could be conveyed rapidly. Proceeds from the sale of these parcels could be used to establish a Neighborhood Stabilization Fund that would help existing residents keep their homes.

Major additions to affordable housing supply will also result from such projects as the Tent City development (270 units), the Columbia Point development (1,280 units), and the Infill Housing program, which will rehabilitate 84 units in Authority-owned buildings. The Authority's housing initiative emphasizes creating affordable housing, with ownership opportunities, and stabilizing neighborhoods to prevent displacement of existing residents. Staff continues to work with tenants of Roxse and Academy Homes, 121A housing projects, to assist them in making and keeping their homes liveable and affordable. Downtown housing production will be stimulated by policies in the Downtown Plan.

The Authority's housing initiatives thus consist of the following:

- o Finish Roxbury housing projects (600 units designated, 600 additional units planned)
- o South End Neighborhood Housing Initiative (1,000 units)
- o Downtown housing production (1,000 units)
- o Housing stabilization

HARBOR PLANNING AND DEVELOPMENT INITIATIVES

Harbor Planning and Development has moved to new waterfront offices in the Charlestown Navy Yard. Their first priorities are completing the Interim Planning Overlay District for the waterfront, completing the 10½ mile Harborwalk design standards, initiating planning studies for the waterfront, building Rose Kennedy Garden, evaluating and planning for water-dependent uses on the waterfront, planning a major waterfront housing initiative, and implementing a water transportation system throughout the inner harbor.

The Authority's Harbor Planning and Development initiatives thus are the following:

- o Complete Harbor Rezoning
- o Complete Harborwalk Design Standards
- o Build Rose Kennedy Garden and other waterfront parks
- o Enact new waterfront zoning
- o Evaluation and planning for water dependent uses
- o Waterfront housing (1,000 units)

DOWNTOWN PLANNING INITIATIVES

The Authority has proposed the adoption of the Downtown Interim Planning Overlay District, setting out the City's policy objectives for achieving balanced growth in Boston. The objectives have three main themes -- establishing an open community planning process; setting new development ground rules which insure balanced growth and economic opportunity; and striving for a more livable city for all Bostonians.

The IPOD includes height limits, targetted areas for more concentrated development activity, and calls for district planning. To assist in implementing the growth policies and regulations, the Boston Civic Design Commission has been established.

The Authority's downtown planning objectives thus consist of the following:

- o Adoption of Downtown IPOD
- o Special Studies for Huntington Avenue/Prudential Center, Cultural District, Financial District/Downtown Crossing, Government Center/Markets, North Station, Cambridge Street, Chinatown, Boylston Street IPOD, Bulfinch Triangle, and the Leather District
- o Boston Civic Design Commission staffing
- o Generation of smaller, better designed downtown projects

MANAGEMENT AND BUDGET INITIATIVES

The Authority has begun operating on a Program Budget basis. This budget system will provide the managerial capacity needed to carry out the Authority's role in managing Boston's growth economy. The central feature of the system is planning and allocating resources on a project basis. A project-oriented budget will help the entire staff to better focus on the results the Authority wishes to produce.

An important component of the Program Budget is the recently installed Time Management System, which tracks the time spent by staff on various projects. The time system enables managers to direct staff hours to priority projects. The combined effect of the Program Budget and the Time Management System will be an unprecedented degree of integrated, automated management information and control.

Also important to the Program Budget is the systematic management of the Authority's financial revenues. Key initiatives regarding revenues for the upcoming year include: reducing the Authority's land inventory, which will result in increased property disposition revenue; maintaining rental rates at market level on Authority-owned properties; increasing fees charged for 121As, Authority publications, maps, etc.; and improving our revenue collection program to ensure timely collection of accounts receivable due to the Authority.

The Program Budget, the Time Management System, and the program to increase revenues will all be supported by a comprehensive update of the Authority's data processing system. The recent purchase of a MicroVAX computer will free the Authority from the constraints involved with sharing space on the City Treasurer's computer. Having our own system will provide data management capabilities to all other departments of the Authority rather than having such capacity limited, as it is now, to the Department of Management and Budget.

To ensure that these initiatives will be carried out effectively, managers will receive training to learn how to use these new management tools.

The Authority's management and budget initiatives thus consist of the following:

- o Program budget
- o Time management
- o Increase revenues
 - Reductions in land inventory
 - Increase rents and general fees
 - Improve collections
- o Improve Departmental use of automated systems
- o Management training

Planning for Boston 1987

Organization

Organizational Overview

Organization Charts

Distribution of Personnel

Department Personnel and Programs

ORGANIZATIONAL OVERVIEW

On August 14, 1986, the Authority adopted the first reorganization plan in seventeen years. An effort has been underway since July 1984 to update the organizational structure to enable the Authority to operate more effectively in Boston's development environment which is characterized by economic rejuvenation and strong growth pressure.

The organization plan emphasizes our housing and neighborhood planning functions and reflects the changes needed to fulfill the Authority's role in Boston's growth economy. As depicted in the accompanying chart, the Authority established nine departments -- three policy oriented and six programmatic -- while leaving the executive offices unchanged. Adoption of the plan included the appointment of nine Assistant Directors and twenty-one Deputy Directors.

The plan is designed to ensure that decisions, actions, policies, and procedures are reviewed and cleared by all affected departments.

PROFESSIONAL CAPACITY

Since 1984, the Authority has hired 150 new employees. In an effort to increase the Authority's professional capacity, 67% of those hired since 1984 hold graduate degrees in their area of responsibility. Most of these bring substantial private sector experience.

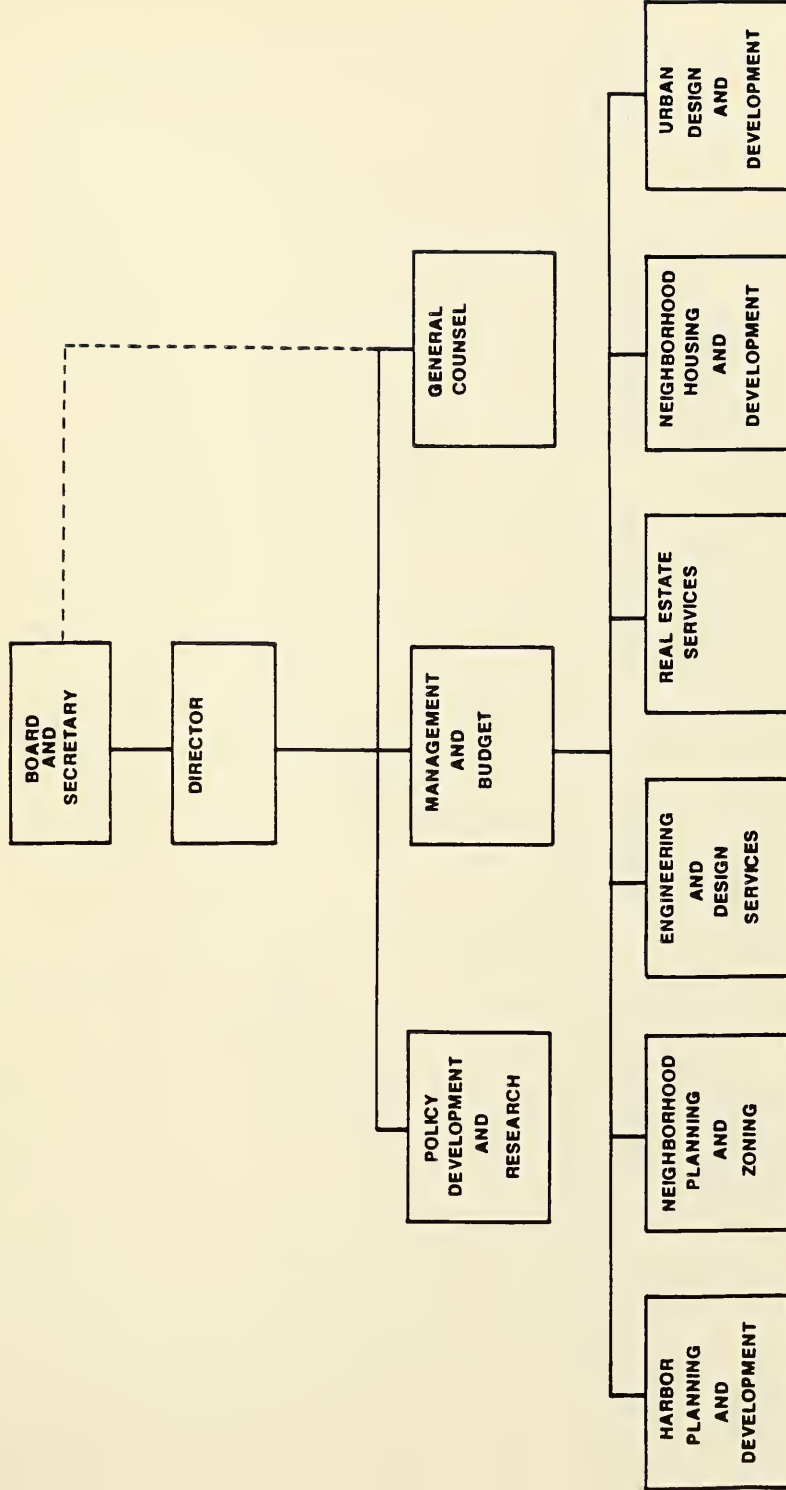
AFFIRMATIVE ACTION

Professionalizing the staff has included the implementation of an aggressive affirmative action policy. Since 1984 the Authority has increased the number of minorities on the staff by 119%. Minority staff as a portion of the total has increased from 16 to 24 percent. Minorities and women hold 37% of the policy and management positions in the Authority.

BOSTON RESIDENCY

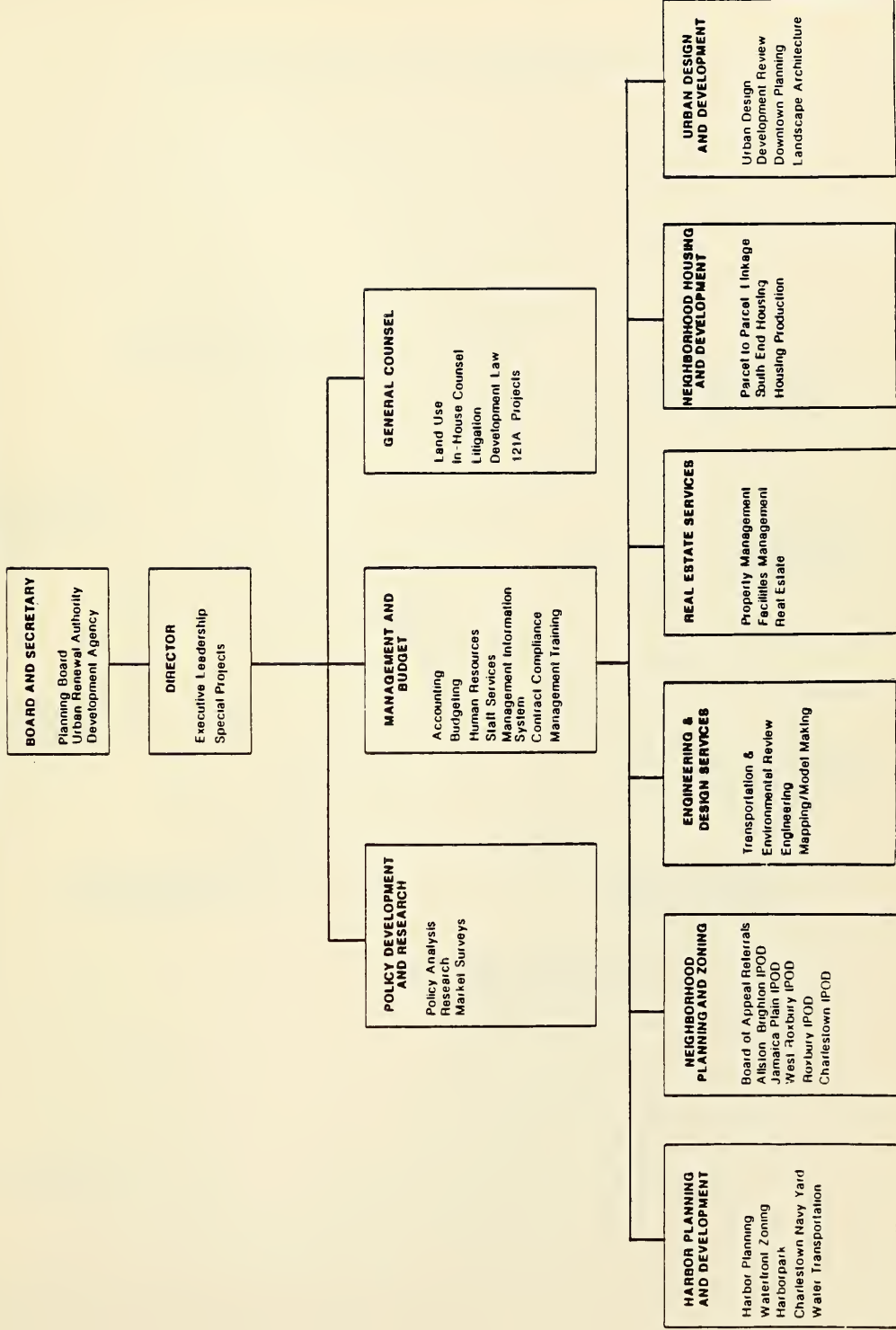
Ninety percent of the total staff is in compliance with the Authority's residency requirements.

THE BOSTON REDEVELOPMENT AUTHORITY
ORGANIZATION CHART

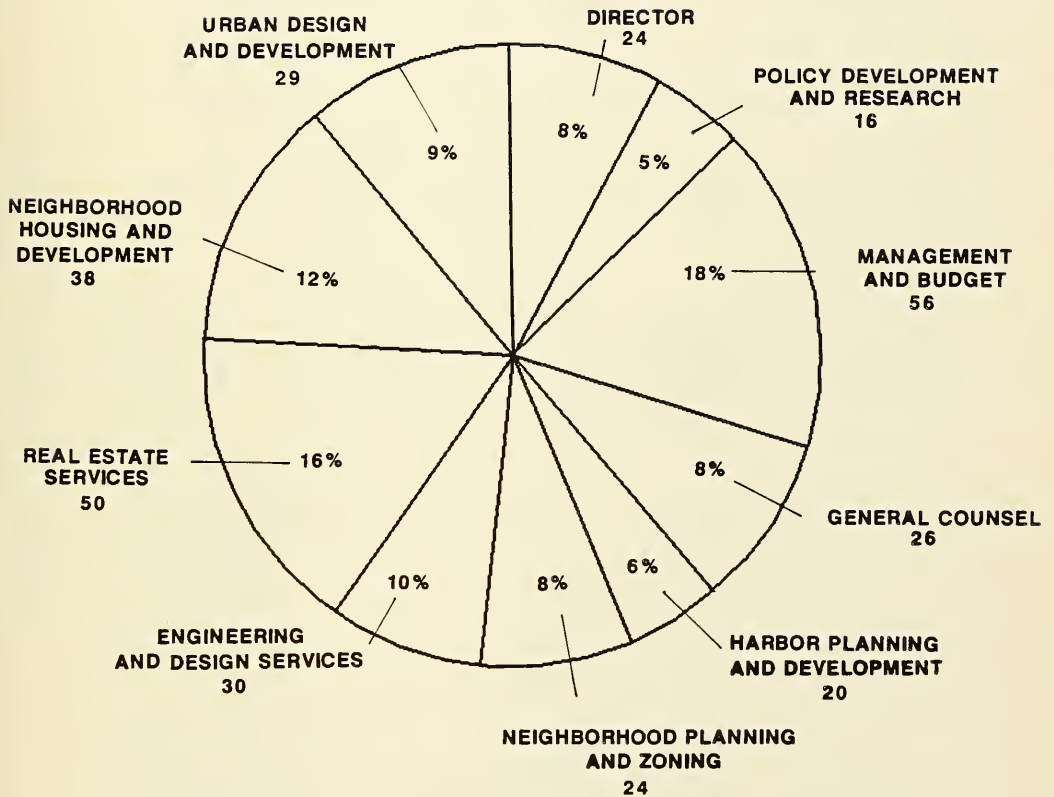


THE BOSTON REDEVELOPMENT AUTHORITY ORGANIZATION CHART

DEPARTMENT RESPONSIBILITIES

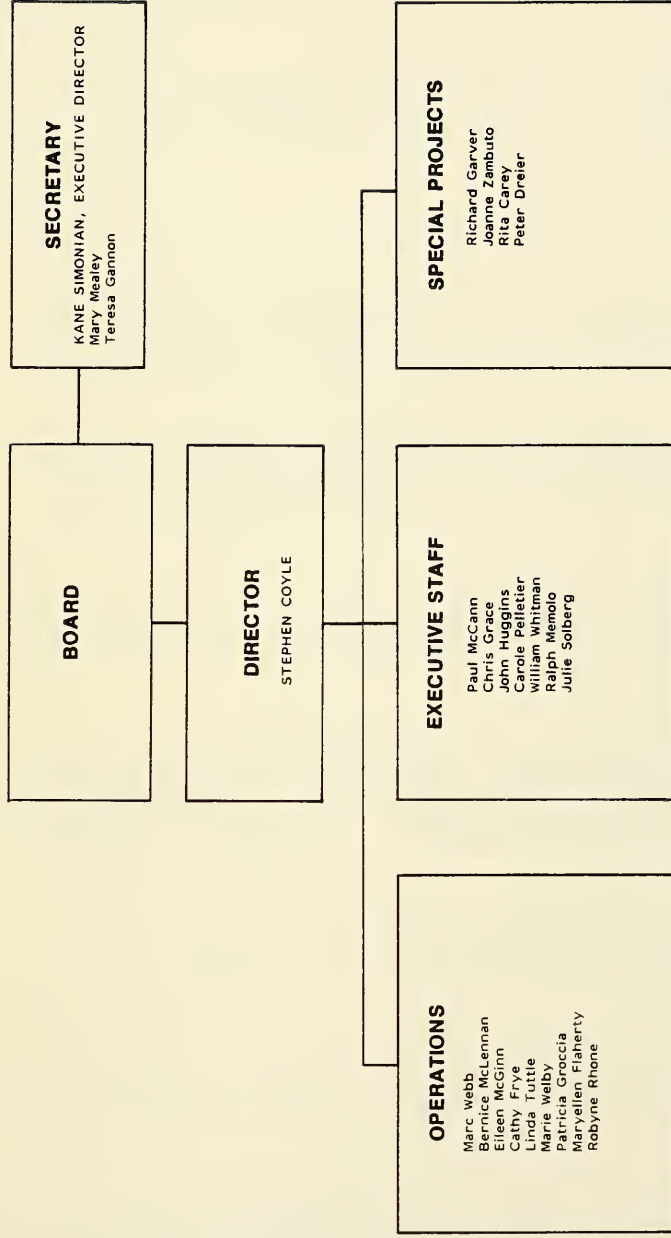


DISTRIBUTION OF PERSONNEL



TOTAL STAFF: 313

BOARD AND DIRECTOR'S OFFICE



GENERAL COUNSEL

MISSION STATEMENT

To provide the Authority with legal advice and protect the Authority's interests and support its policy goals through legal means. To draft a new zoning code. To provide land use and legal analysis. To give policy direction in land use matters.

MAIN FUNCTIONS

- o Development Projects

- o Conveyancing. Negotiate, prepare, and review real estate transaction documents including Land Disposition Agreements, Deeds, Leases, Licenses and supporting documents, in connection with development projects involving land or buildings owned by the Authority.
- o Financing. Negotiate, prepare, and review funding and financing documents including Urban Development Action Grant Agreements and related Project Loan Agreements, Notes, and Mortgages in connection with development projects.

- o Chapter 121A

Review applications for new projects or amendments to existing projects under Chapter 121A and negotiate and prepare related agreements including Regulatory Agreements and 6A Contracts.

- o Litigation

- o In-House. Represent the Authority in routine litigation actions; personal and property damages claims, eminent domain actions, actions brought by or against the Authority in connection with development projects, (e.g., challenging designations approved by the Authority), and actions in connection with the enforcement of Chapter 121A projects.
- o Outside Counsel. Supervise outside counsel retained in connection with actions brought by or against the Authority which have or could have significant impact on Authority projects and programs.

- o Opinions and Assistance

In general, advise the Board and staff of the Authority on legal issues in the form of written opinions and informal assistance in connection with development projects, programs, and administrative matters.

- o Land Use

Draft zoning code amendments and set land use policy for the Authority. Advise staff members of appropriate land use mechanisms to achieve the planning goals of other departments. Draft legal memoranda in support of land use policies and zoning amendments.

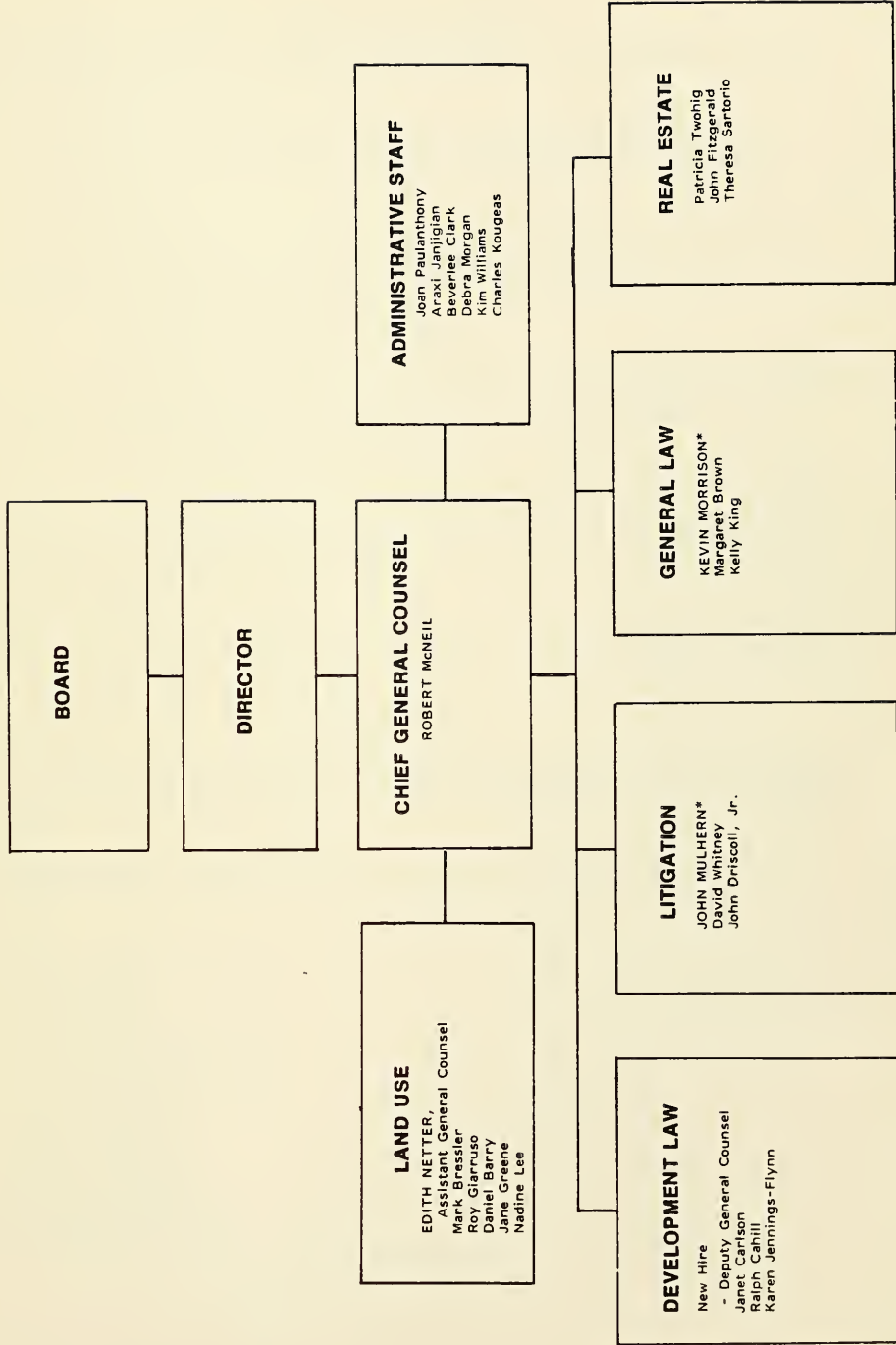
KEY OBJECTIVES

- o Development Projects
 - o Complete Leases for approximately ten buildings in the Charlestown Navy Yard.
 - o Complete financing agreements for the Tent City Project, the Columbia Point Urban Development Action Grant and other projects.
 - o Prepare the transaction documents for conveyance of numerous parcels as part of the housing production initiative.
- o Chapter 121A Projects
 - o Review applications for new projects and amendments to existing projects under Chapter 121A as they are submitted.
 - o Participate in the review of 6A Contract amendments in conjunction with the Assessing Department for subsidized housing projects funded through the Massachusetts Housing Finance Agency and the Department of Housing and Urban Development
- o Litigation
 - o Resolve or settle outstanding actions brought against or by the Authority.
- o Land Use
 - o Draft new zoning code.

KEY PROJECTS

- o Tent City
- o Columbia Point
- o Parcel 18
- o Housing Initiative

GENERAL COUNSEL



MANAGEMENT AND BUDGET

MISSION STATEMENT

To provide managerial leadership in financial management, management training, and information management to all departments of the Authority.

MAIN FUNCTIONS

- o Develop administrative policies and procedures to insure efficiency and continuity in the day-to-day operations of the Authority.
- o Establish the Authority's annual budget.
- o Maintain all accounting records and support an annual independent audit.
- o Manage the human resources office and assure strict compliance with affirmative action goals.
- o Monitor compliance standards in all contracts awarded by the Authority.
- o Provides staff services including Word Processing, Photo-reproduction, Switchboard operation, and Graphics.

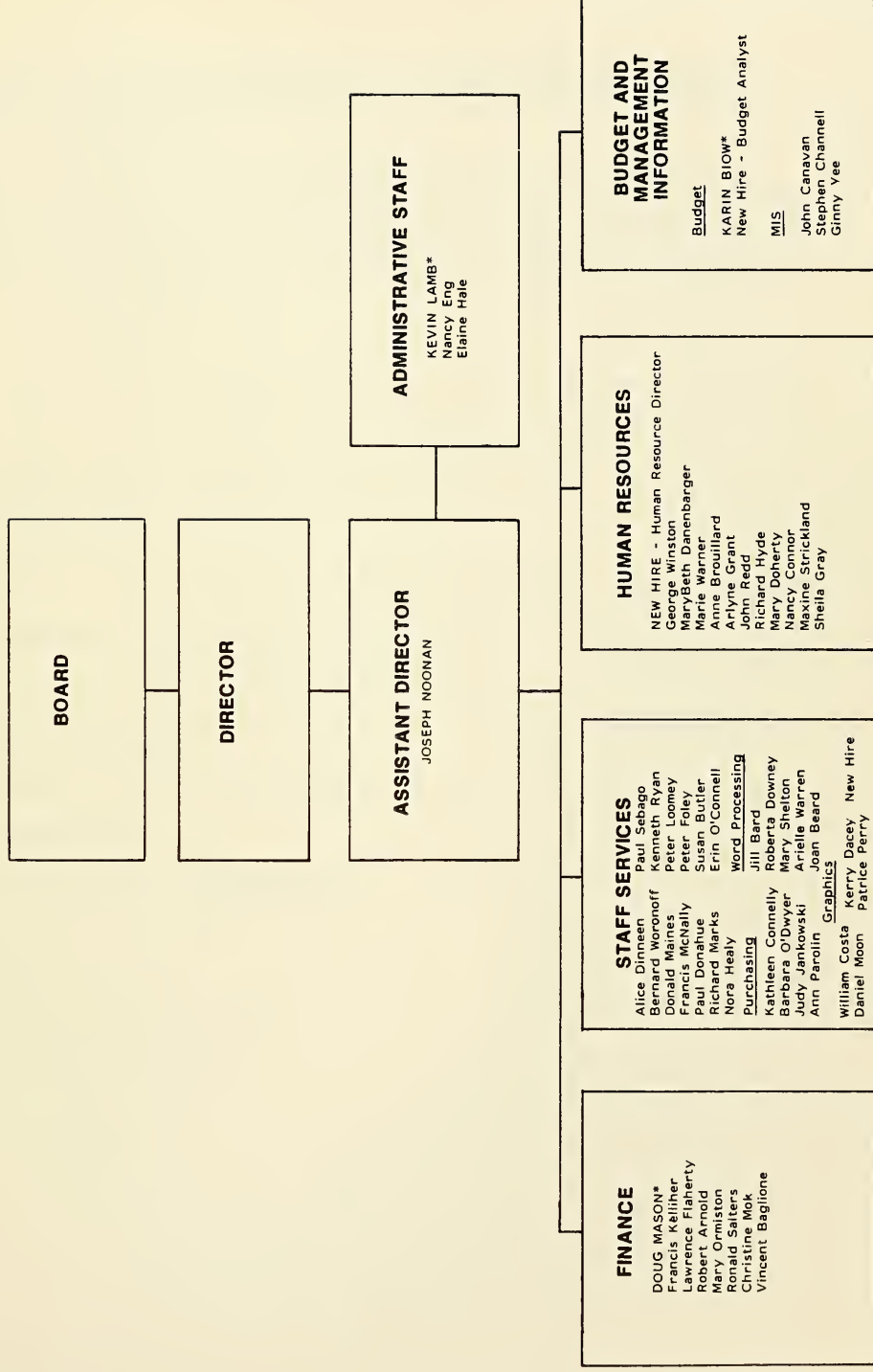
KEY OBJECTIVES

- o Fully implement the Program Budget System to insure optimum allocation of the Authority's resources.
- o Refinement of the Time Management System.
- o Installation of the Authority's new computer system and the establishment of a program to identify the information management needs of all departments.
- o Establishment of training programs for managerial and administrative staff.
- o Revision of Administrative Policies and Procedures.

KEY PROJECTS

- o Program Budget System
- o Time Management System
- o Computerization
- o Financial Controls
- o Management Training

MANAGEMENT AND BUDGET



POLICY DEVELOPMENT AND RESEARCH

MISSION STATEMENT

To perform analytic research and management information relevant to all aspects of development and redevelopment in the City of Boston. To analyze and recommend public policy alternatives that address the needs of the people of Boston. Studies include: population trends, housing needs, employment trends, office and hotel market trends, private development initiatives, and public investment opportunities.

MAIN FUNCTIONS

- o Provide analytic information on the economy and population of Boston.
- o Respond to public inquiries and distribute research publications.
- o Perform research on Boston's housing needs, market conditions, and neighborhood development potential.

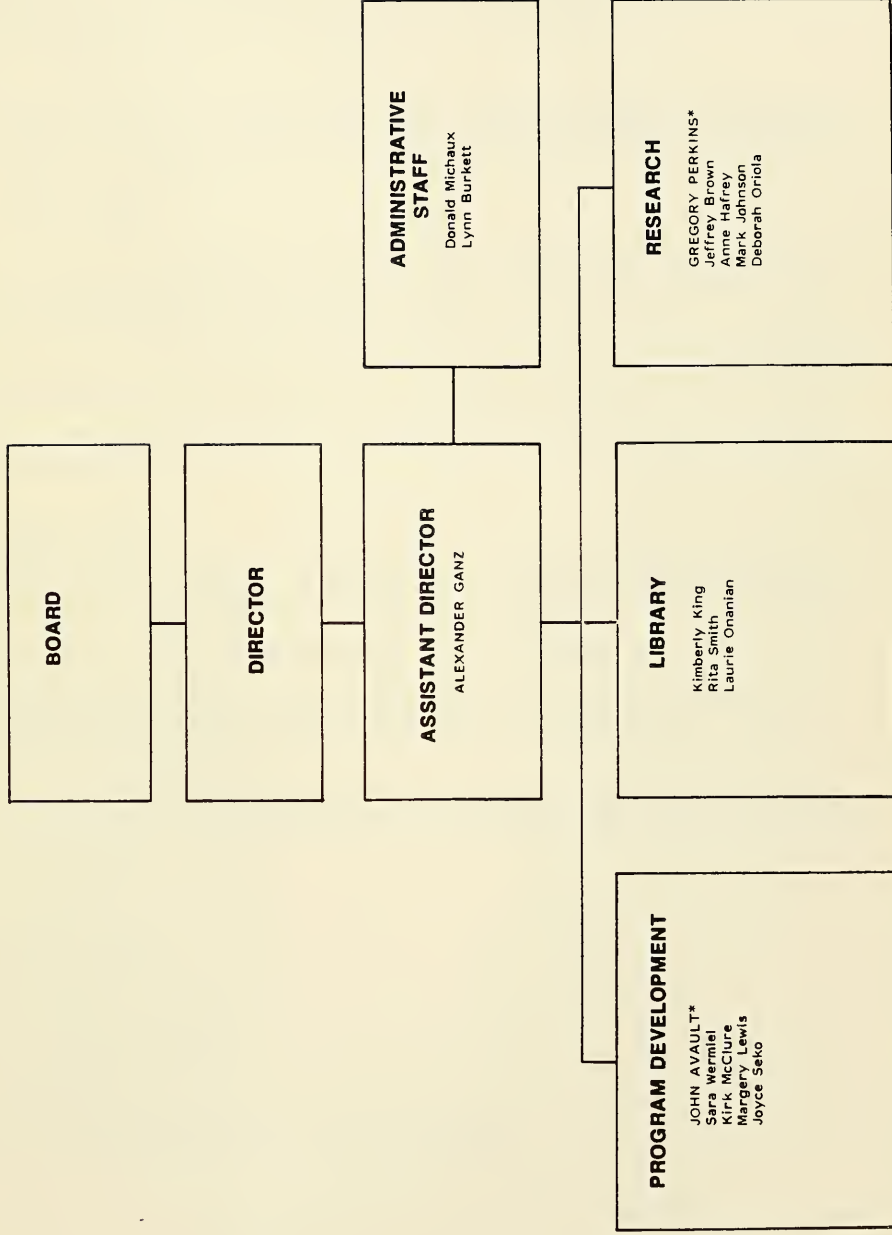
KEY OBJECTIVES

- o Conduct an in-depth survey and analysis of Boston's office industry.
- o Updated all neighborhood planning profiles.
- o Update the Boston's 1985 Household Survey.
- o Perform comparative analysis of Boston's development experience with that of other cities.
- o Establish the "Urban Policy Review" journal.

KEY PROJECTS

- o Boston People and Neighborhoods
- o Neighborhood Profiles
- o Housing Analysis
- o Office Management Survey
- o Urban Policy Review

POLICY DEVELOPMENT AND RESEARCH



HARBOR PLANNING AND DEVELOPMENT

MISSION STATEMENT

To initiate and implement programs and strategies to rehabilitate and improve the physical, social and economic conditions of Boston's Harbor and Waterfront neighborhoods while encouraging the establishment and maintenance of public access to the Waterfront.

MAIN FUNCTIONS

- o Coordinating and managing the development of Boston's waterfront in an orderly manner which guarantees significant public access to, and maximizes public usage of, all waterfront areas.
- o Insuring that waterfront development projects are sensitive and beneficial to the neighborhoods in which such development occurs.
- o Maximizing opportunities for housing along the waterfront for people of all income levels.

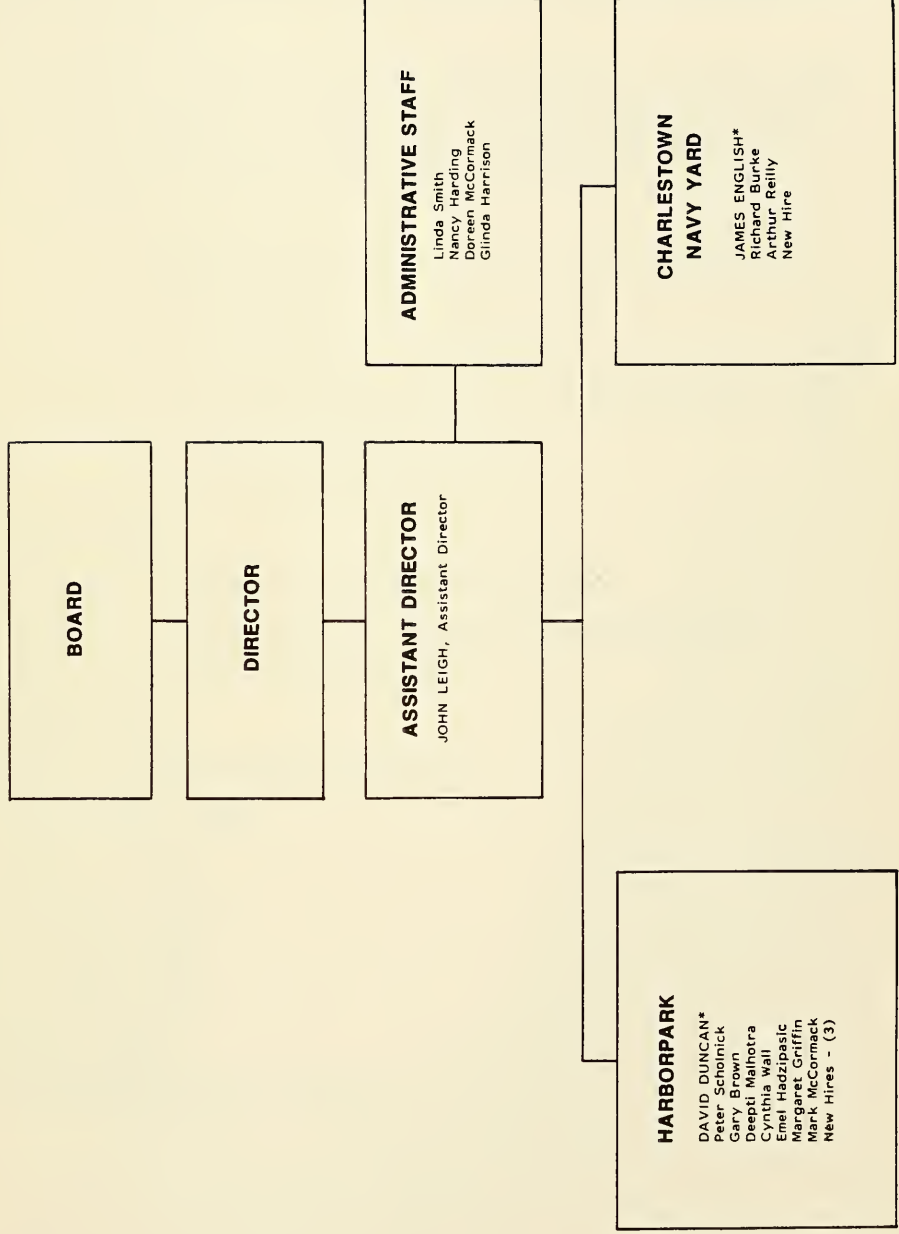
KEY OBJECTIVES

- o Redesign Master Plan for Charlestown Navy Yard with focus on affordable housing opportunities and increase in amounts of public open space.
- o Disposition of North End/Waterfront wharf properties.
- o Complete development of Harborwalk design standards and continue implementation of Harborwalk's components and development of water transportation facilities.
- o Increase neighborhood participation in waterfront planning and development especially in the implementation of new waterfront zoning amendments.

KEY PROJECTS

- o Long Wharf
- o Lincoln Wharf
- o Sargent's Wharf
- o Charlestown Navy Yard
- o Port Norfolk
- o Rowes Fosters Wharf
- o Rose Kennedy Garden
- o Harborwalk
- o Water Transportation
- o Fort Point Channel/Northern Avenue Bridge
- o Commercial Wharf

HARBOR PLANNING AND DEVELOPMENT



NEIGHBORHOOD PLANNING AND ZONING

MISSION STATEMENT

To conduct neighborhood planning and zoning activities. To institute neighborhood IPODs in Allston-Brighton, Jamaica Plain, West Roxbury, and other neighborhoods as needed. To ensure that an effective community review process is established to participate in planning and zoning activities. To formulate rezonings during the IPOD planning process.

MAIN FUNCTIONS

- o Review and make planning recommendations for over 1,000 Board of Appeal applications annually
- o Develop land use policies in the neighborhoods
- o Recommend zoning code and map amendments including proposed IPODs
- o Set up IPOD process in neighborhoods
- o Staff and advise the Zoning Commission

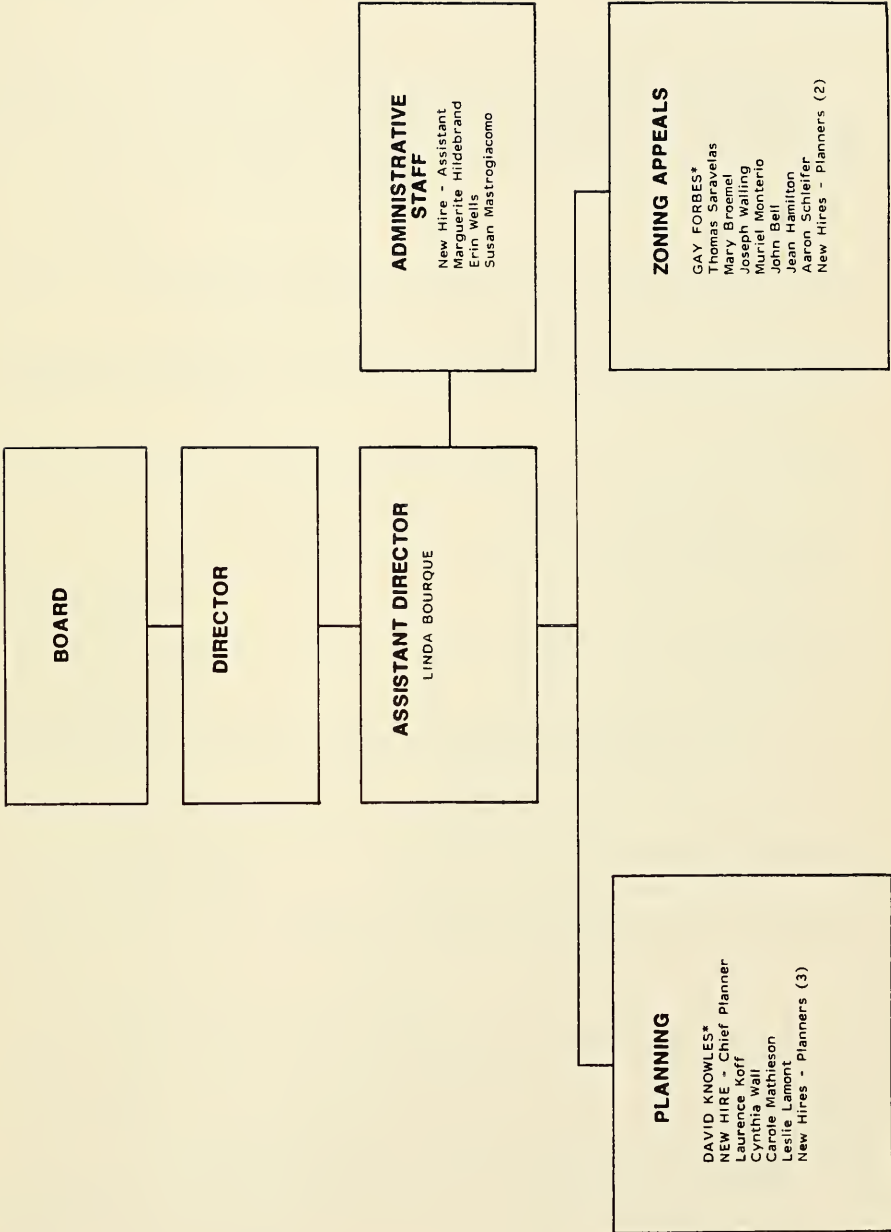
KEY OBJECTIVES

- o Review Board of Appeal housing applications rapidly
- o Implement IPODs and establish a neighborhood rezoning process
- o Organize internal IPOD Review Committee

KEY PROJECTS

- o Board of Appeal and Zoning Commission
- o Allston-Brighton IPOD
- o Jamaica Plain IPOD
- o West Roxbury IPOD
- o Charlestown IPOD
- o East Boston IPOD
- o Roxbury IPOD
- o Planned Parking Overlay Districts

NEIGHBORHOOD PLANNING AND ZONING



ENGINEERING & DESIGN SERVICES

MISSION STATEMENT

To provide special expertise in certain technical areas to the Authority, City Departments, and the public. To assist planning and supervise contract preparation and execution for public improvement projects. To provide technical review of development proposals, including traffic and environmental review of all downtown projects. To provide mapping and modelling services to the Authority, the City and the public.

MAIN FUNCTIONS

- o Reviewing development proposals and Access Plans for significant traffic impacts, and improving such proposals and plans wherever possible.
- o Analyzing environmental impacts of development proposals in the Authority's capacities of planning agency, zoning staff, or development (urban renewal) agency.
- o Assisting project managers in preparing capital expenditure proposals, and the policy staff in making capital plans.
- o Preparing bid documents and contracts for public work projects.
- o Maintain and update the Authority's inventory of city maps and models.

KEY OBJECTIVES

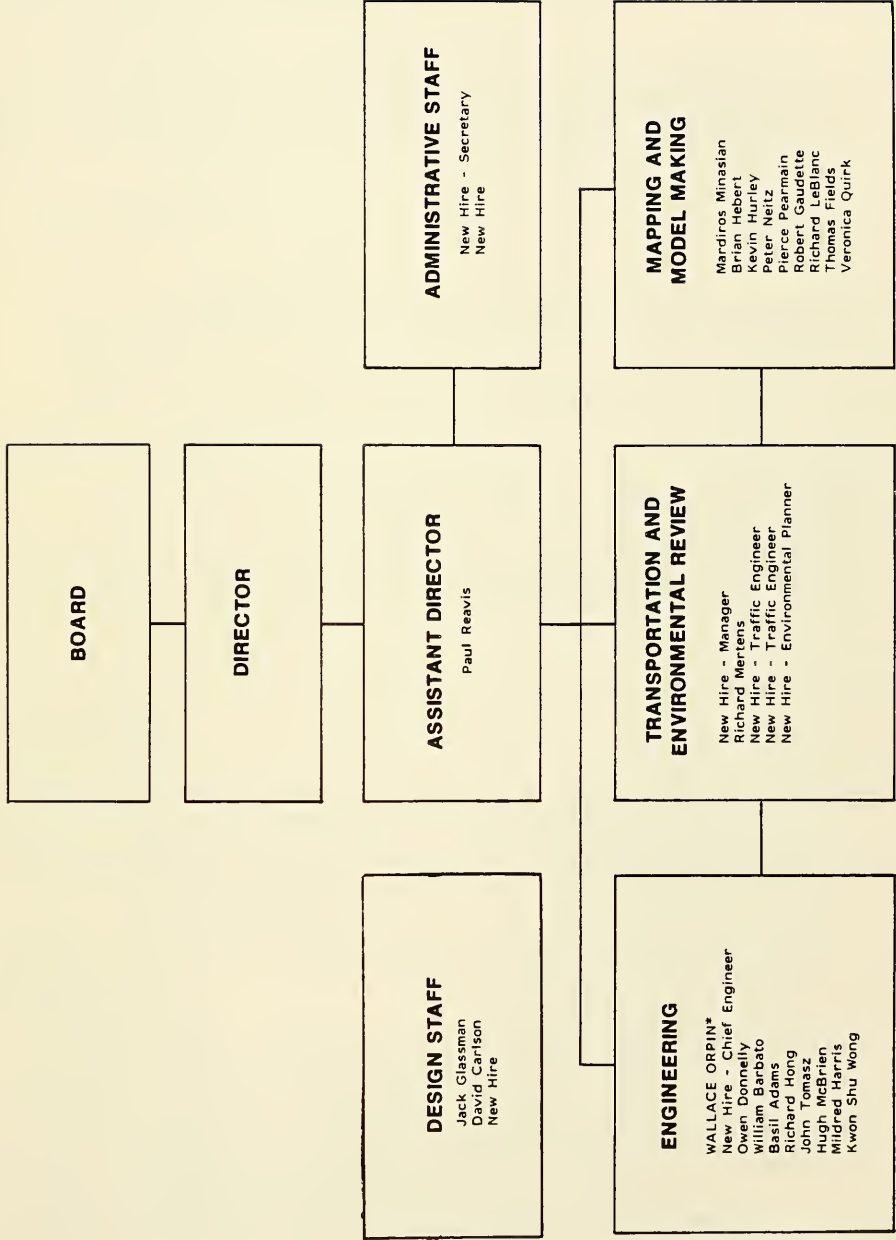
The Department of Technical Services is newly organized. Key objectives for this fiscal year include:

- o Increase staff to approved levels by recruiting qualified traffic, environmental, structural, and civil engineers and managers.
- o Design review of Charlestown Navy Yard.
- o Develop systems and procedures appropriate to the new departmental and Authority organization.
- o Expand the use of the Intergraph system for urban design and planning purposes.
- o Coordinate Capital Planning Projects.
- o Update the City's base maps to reflect changed roadways.

KEY PROJECTS

- o Computerized Land Use Information System (CLUIS)
- o Charlestown Navy Yard development and Fort Point Channel public improvements
- o Traffic studies and plans.
- o Environmental review of Parcel to Parcel Linkage projects

ENGINEERING & DESIGN SERVICES



REAL ESTATE SERVICES

MISSION STATEMENT

To manage the real estate of the Authority so as to maximize their benefit to the public. To maintain the Authority's unused real estate so it is not a detriment to the community or a liability to the Authority. To provide relocation services to businesses and individuals as required by development projects.

MAIN FUNCTIONS

- o Real Estate
 - o Work with community planning and development teams in assembling land and buildings for development including valuation and sales negotiations.
 - o Establish rental rates to ensure a fair return to the Authority.
- o Property Management
 - o Inspect, evaluate, and adequately maintain all Authority properties.
 - o Manage security, landscaping, removal of debris and trash, minor demolition, elimination of health and safety hazards, and building repairs and board-ups for all Authority properties.
 - o Facilities Maintenance.
 - o Cleaning and repair of Authority offices

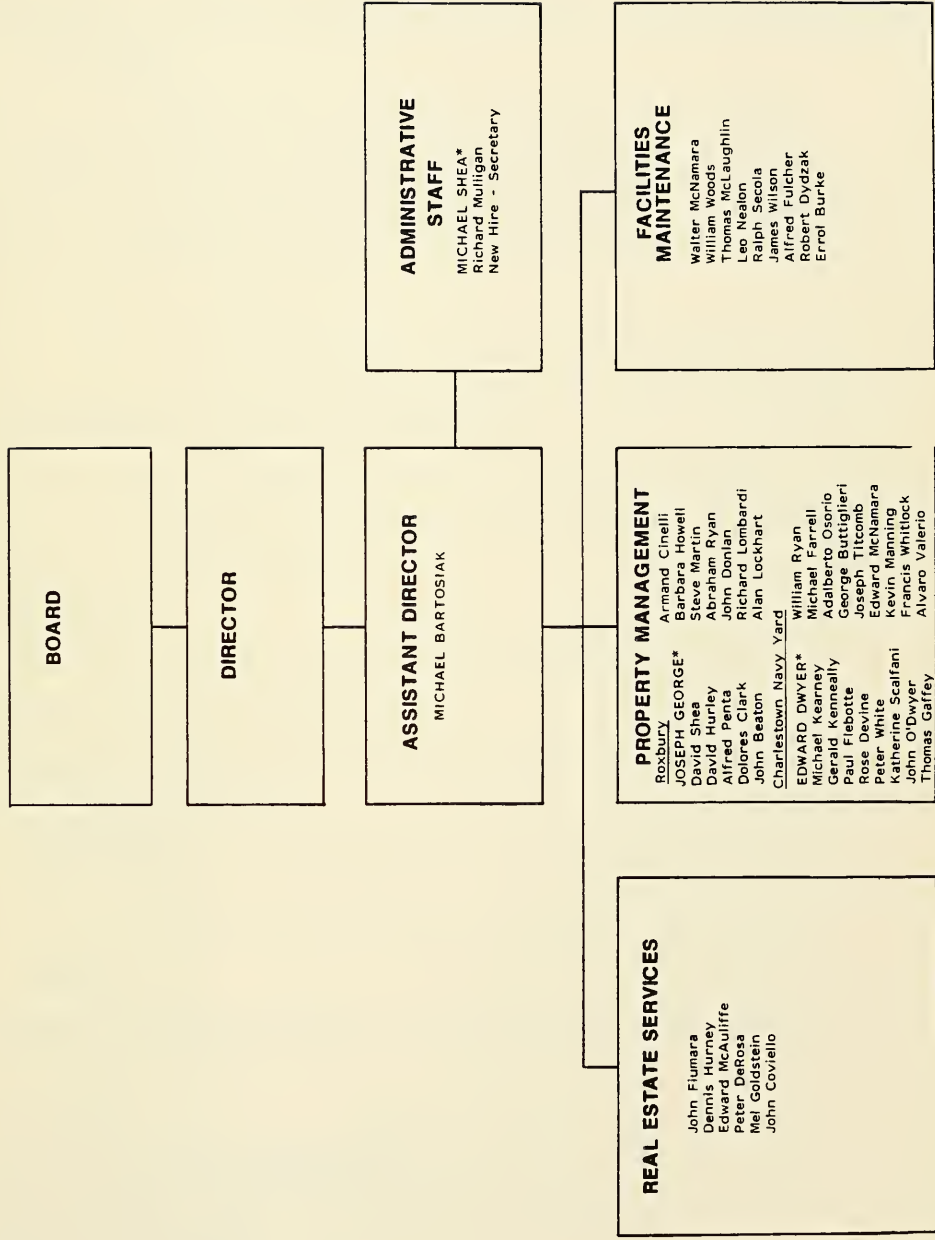
KEY OBJECTIVES

- o Maintain an accurate, up-to-date inventory of all buildings, land, piers, and water rights, and residual interests held by the Authority.
- o Maintain complete and updated records of all tenant and contractor liability insurance coverage.
- o Improve and streamline existing property acquisition and disposition policies.

KEY PROJECTS

- o Process development proposals on certain publicly owned parcels.
- o Automate and centralize all real estate records.
- o Increase the Authority's real estate holdings by acquisition from other agencies and private individuals.
- o Appraise entire real estate portfolio to determine full market value.

REAL ESTATE SERVICES



NEIGHBORHOOD HOUSING AND DEVELOPMENT

MISSION STATEMENT

To formulate and implement plans and strategies for improving the physical and social condition of Boston's neighborhoods. To promote and facilitate citizen/ resident participation in decisions affecting neighborhoods. To carry out various aspects of project management including land assembly, development planning, public improvements, and disposition activities. To formulate a comprehensive housing policy and develop programs and projects to expand the supply of housing at both market and below-market prices.

MAIN FUNCTIONS

- o Improve physical and social conditions in Boston's neighborhoods.
- o Foster community review of projects including design review, and neighborhood developer selection where appropriate
- o Providing technical assistance to community and minority developers
- o Review housing development projects to increase supply and affordability
- o Neighborhood technical assistance

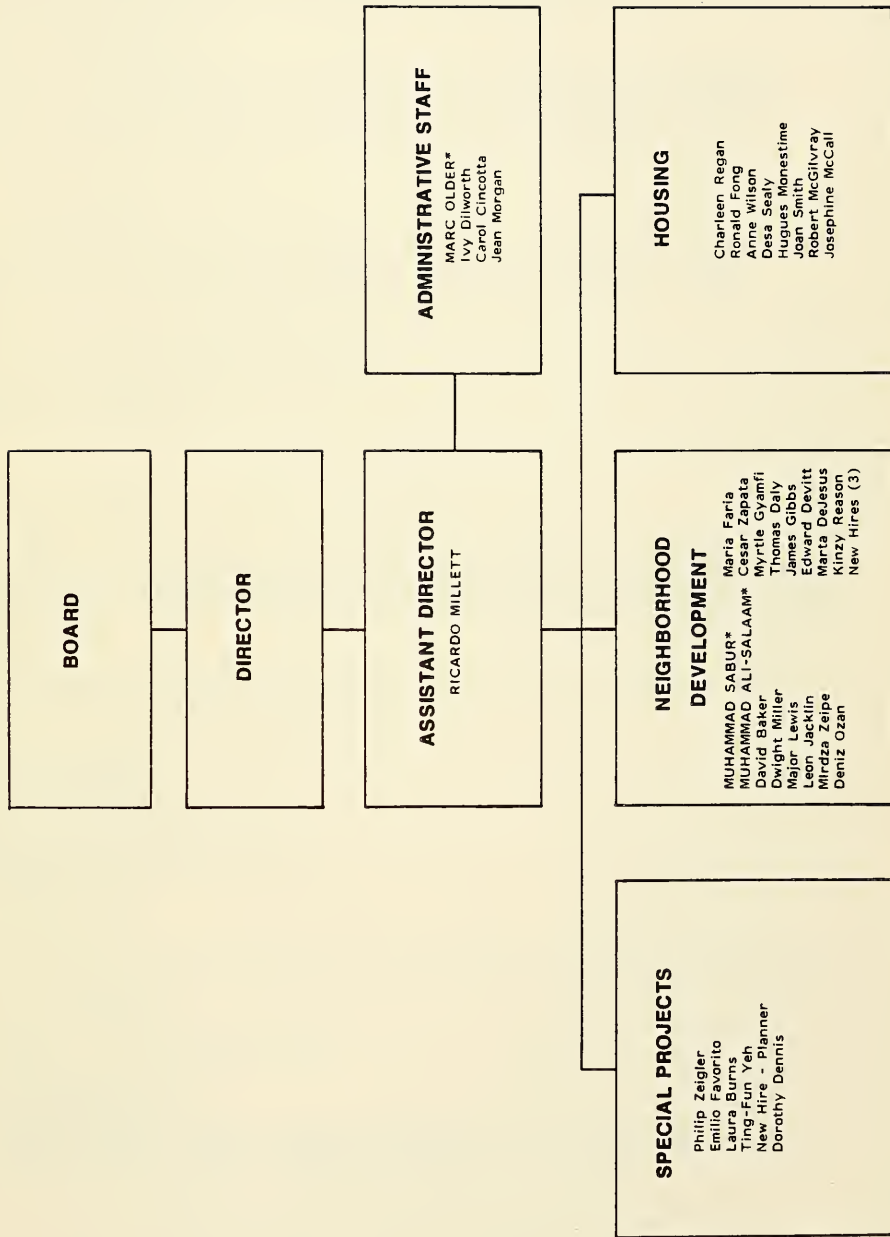
KEY OBJECTIVES

- o Review and provide technical assistance for 2,400 units of housing
- o Disposition of 60+ South End parcels
- o Implementation of Parcel 18/Kingston-Bedford parcel to parcel linkage plan to further these goals:
 - o Development of the economies of the surrounding Chinese and Black communities
 - o Provision of equity opportunities for communities
 - o Enfranchisement of minority interests in the downtown commercial economy
- o Development of technical assistance services and support for community and minority development groups

KEY PROJECTS

- o Parcel 18 and Kingston-Bedford Garage
- o Fountain Hill housing development
- o Cass House/Roxbury Hill Commons housing development
- o Parcel 18/Douglass Plaza
- o OIC housing development
- o Infill Housing Initiative
- o South End Neighborhood Housing Initiative (SENHl)

NEIGHBORHOOD HOUSING AND DEVELOPMENT



URBAN DESIGN AND DEVELOPMENT

MISSION STATEMENT

To coordinate the Authority's review of all major downtown development projects. To draft planning/policy documents. To design and distribute developer kits. To manage the disposition of publicly-owned downtown development parcels.

MAIN FUNCTIONS

The main functions of the Department of Downtown Planning and Development is to coordinate the review of all major development projects in central Boston and the preparation of district plans for the downtown. The Department has four major sections:

- o Project Management/Administration
- o Architectural Services
- o Financial Analysis

KEY OBJECTIVES

The Department of Downtown Planning and Development will review proposals for more than 12 million square feet of development (including projects which will begin review during FY-87 but which will be constructed in phases over several years).

The Department will complete six District Plans for the downtown. The following districts will be covered:

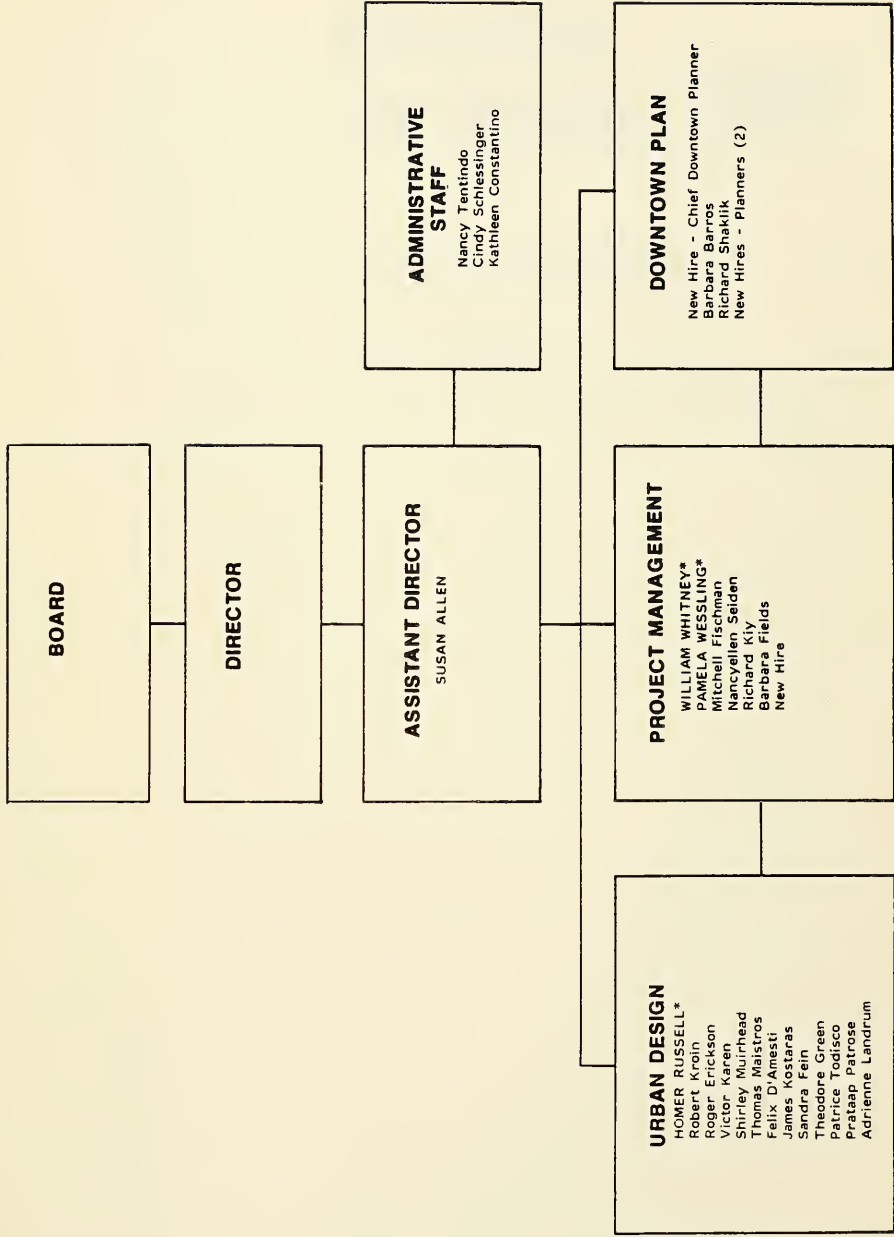
- o Financial District
- o South Common
- o Historic Hub
- o Fort Point Channel
- o Huntington Avenue Corridor
- o Bedford-Essex

KEY PROJECTS

The key projects for the Department of Downtown Planning and Development include the following:

- o Parcel 7 - Government Center
- o Parkside
- o Fan Piers/Pier Four
- o Theater Plaza
- o Kingston Street Garage Site/Lincoln Street Site, Commonwealth Center, Travellers Project, and Lafayette Phase II

URBAN DESIGN AND DEVELOPMENT



Planning for Boston 1987

Program Budgeting

Program Budgeting for 1987

Revenue and Expense Distribution

PROGRAM BUDGETING FOR 1987

The Authority has achieved unprecedented fiscal vitality through rigorous financial management. Revenues have improved as rental rates on Authority property increased 12% and disposition revenues increased 133% over FY 1985. While federal funding has decreased significantly (for example, no Community Development Block Grant or Urgent Needs funds for Administration have been received in recent years) no increase has been required from the City.

The Authority's fiscal health has allowed for less and less funding to be drawn from the City's budget. Funds from the City were reduced by over 50% from \$6.4 million in FY 1984 to less than \$3.0 million in FY 1987. Projections based on this trend indicate that no funds for administration will be required of the City in FY 1988.

One of the key contributions to the Authority's fiscal health is the management initiative called Program Budgeting. This fiscal year the Authority began operating under a program budget designed for better planning and control of both personnel and non-personnel expenses. The program budget system provides managerial capacity for carrying out the Authority's new role in Boston's growth economy with less city and federal funding.

INSURING BALANCED GROWTH

In recent years the Authority's role has changed because of dramatic changes in the development environment. Boston has emerged as the center of the region's economic renaissance. As a result the Authority now must plan for unprecedented demand for residential, commercial, and office space. Amidst this strong demand, the Authority is charged with insuring balanced growth between the vibrant and prosperous downtown economy -- where development activity is extensive and jobs are plentiful -- and Boston's neighborhoods -- where problems remain with inadequate housing, blight, and insufficient investment to support neighborhood economies.

In this context, the basic responsibilities of the Authority remain the same, but the focus of the Authority's initiatives has changed. No longer does the BRA devote most of its attention to large federally funded redevelopment projects, as during the Urban Renewal days. Then, the Authority's role was to act as a catalyst for growth and development. Now, its job is mainly insuring that growth does not happen too fast, that growth be well planned, and above all that growth provides benefits to all of Boston's neighborhoods.

Instead of managing a few large development projects, the Authority today manages many smaller development projects and several new planning projects. Carrying out these new planning and development projects requires more efficient utilization of the Authority's resources.

IMPROVING INTERNAL OPERATIONS TO IMPROVE PRODUCTIVITY

Internal operations of the Authority have been changed to increase the Authority's capacity for planning and development. The Authority had been structured primarily around functions, such as design, research, or engineering. This functional basis worked well, but now, because of the diver-

sity of projects currently underway, staff time is better allocated on a project basis. A typical Authority project consists of many functional tasks. Instead of having several supervisors (one for each function) responsible for accomplishing the tasks that add up to a completed project, the project approach makes one person accountable for finishing each project. As a project comes on line a project manager is selected and teams are formed with members from each of the appropriate functional units.

RESOURCE ALLOCATION BY PROJECT

To support this project approach, and get the most out of the Authority's resources, the project-oriented program budget is being implemented. This program budget system will enable the Director and the Program Budget Policy Committee -- consisting of department heads and project managers -- to plan and control the allocation of time and other resources to particular projects. Project budgets will include time allocations and related salary costs as well as all other expenses associated with each project.

BENEFITS OF PROGRAM BUDGETING

The principal benefits of program budgeting are three-fold. First, preparing the program budget requires managers to make a comprehensive inventory of the projects and initiatives the Authority is undertaking. Priorities can then be set among various projects, so that the staff is clearly carrying out the Authority's objectives. "Production" goals can be established for each department to help ensure that staff time is not wasted or misdirected. A program budget requires more up-front planning, and provides a more rational basis than a line-item budget for allocating limited resources to best meet the objectives of the Authority.

Second, and most important, the project orientation of the program budget will help the entire staff better focus on the real results the Authority wishes to produce. Specific project goals (e.g., "increase low to middle-income housing by 35% in the Dudley Station area) give the staff constant direction as they work through the many details of each project.

Third, the time management portion of the program budget system will help the staff to be more aware of how time is spent, identifying ways to be more efficient and ways in which time is wasted. As the staff utilizes time more efficiently, productivity will increase substantially.

PROGRAM BUDGET UTILIZATION REPORTS

Program budget reports, which compare actual time utilization and expenses to budgeted plans, will be produced regularly for the Board, the Director, department heads, and project managers. The program budget system will track staff time utilization and non-personnel expenses related to each project. Comprehensive project spending reports, which compare actual to budget performance for non-personnel costs, will be regularly produced for the financial and project managers.

REVENUE AND EXPENSE DISTRIBUTION FY 1987

(000 omitted)

REVENUES

OPERATING

Property Management	\$ 1,425
Planning Appropriation	2,250
Expected Dispositions	10,150
Economic Development Administration	33
Mass. Dept. of Environmental Mgt.	29
BRA Generated Revenues	200
Capital Administration	850
Interest	<u>1,600</u>

Sub-Total 16,537

CAPITAL

City Capital	5,450
CDBG	1,200
Urgent Needs	1,200
UDAG	1,650
CZM Grant	500
UDAG Loan Repayment	800
Mass. Dept. of Environmental Mgt.	<u>2,583</u>

Sub-Total 13,383

Total \$29,920

EXPENSES

OPERATING

Salaries and Fringe	\$10,400
Non-Personnel	1,600
Contracts	
Legal	500
Personal Service	800
Property Management	600
Contingency	<u>1,000</u>

Sub-Total 14,900

CAPITAL

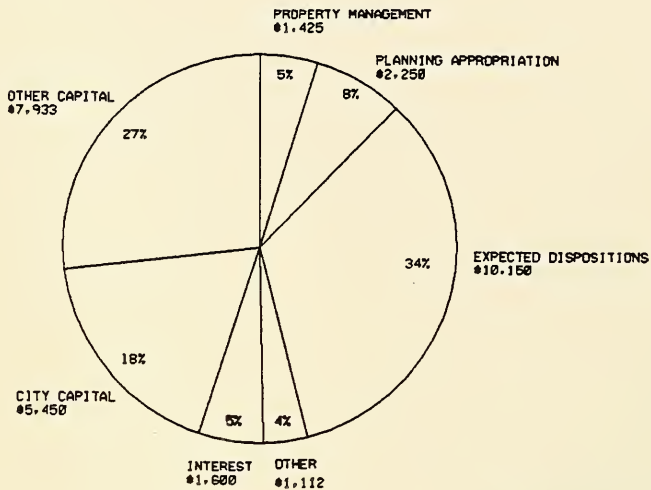
Housing	2,800
Economic Development	5,583
Public Works	4,200
Neighborhood Development Fund	<u>800</u>

Sub-Total 13,383

EQUITY BUILD-UP 1,637

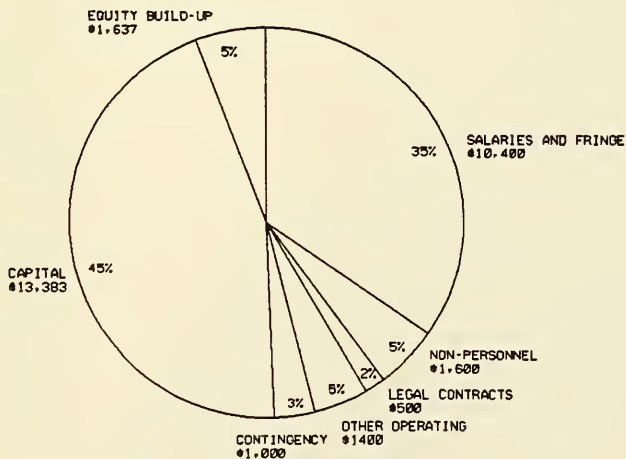
Total \$29,920

REVENUE AND EXPENSE DISTRIBUTION FY-87 (000'S OMITTED)



REVENUES

TOTAL \$29,920



EXPENSES

TOTAL \$29,920

